Crown Corporation
Business Plans
for the fiscal year 2015–2016

Crop and Livestock Insurance Commission
Business Plan 2015–2016

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Message from the Minister, Chair, and CEO

We are pleased to present the Crop and Livestock Insurance Commission's business plan for 2015–2016. The plan outlines the commission's continued commitment to offer Nova Scotia's primary agricultural producers insurance against production losses. This business plan supports the province's priorities of fiscal sustainability, economic growth, and demographic stability.

The AgriInsurance product line continues to expand the opportunities for risk transfer in the production of agricultural products. The commission continues to expand its product line, offering increased benefits and more insurance options. These products are developed and tested in Nova Scotia for the province's unique agronomic mix and business needs.

The commission continues to work toward increased administrative efficiency, particularly related to its information management system. The development of a new information technology system to replace the current outdated and inefficient system has been identified as critical to ensuring that the commission is able to meet the needs of its clients and funding partners.

Honourable Keith Colwell, Minister
Agriculture

Mr. Avard Bentley
Chair

Mr. Bill MacLeod, PAg
CEO

Mission

The mission of the Crop and Livestock Insurance Commission is to provide Nova Scotia farm managers with insurance products with which they can manage the financial risk associated with reduced crop yields or animal production losses due to insurable perils.

Link to the Department of Agriculture Mandate

The Department of Agriculture has a mandate to support the development of a competitive, sustainable, and profitable agriculture and agri-product industry that contributes to the economic, environmental, and social prosperity of Nova Scotia's rural and urban communities. The Nova Scotia Crop and Livestock Insurance Commission supports this mandate by providing agricultural entrepreneurs with the opportunity to cover off some of the risk of financial losses caused by crop failures, thus supporting and strengthening the fabric of rural economies in Nova Scotia. The commission supports a climate that fosters private sector economic growth, through its crop- and livestock-based insurance programs, encouraging good jobs and economic growth in the province's rural communities. The commission also contributes to demographic stability in rural communities by supporting entrepreneurial investment by existing farms and new entrants (including immigrants) into the agricultural industry. The introduction of additional insurance products, through collaboration with industry stakeholders, will provide more farm producers with access to AgriInsurance and expand the risk management options for those already actively managing their production risks.

Planning Context

The Nova Scotia Crop Insurance Commission was established in 1968 to provide Nova Scotia farmers the opportunity to manage the risk of production failure. The Nova Scotia Crop Insurance Act was amended in 1978 to provide for the administration of the Livestock Insurance Program and is now cited as the Nova Scotia Crop and Livestock Insurance Act.

The commission reports to the Minister of Agriculture and is a key component of the business risk management services that the department offers to the industry under the AgriInsurance platform. It administers 14 crop insurance plans, a dairy livestock insurance plan, and a poultry insurance plan. The commission also administers a Wildlife Compensation Program under the AgriInsurance platform, which, while not an insurance-based program, compensates farmers for losses as a result of uncontrollable wildlife. Cost sharing of AgriInsurance (also known as Production Insurance and Crop Insurance) in Nova Scotia is governed by *Growing Forward 2*, a federal-provincial-territorial framework agreement on agriculture, agri-food, and agri-based products policy. This agreement outlines cost-sharing arrangements and administrative requirements that govern the design and delivery of AgriInsurance

programs. By design, AgriInsurance is required to be a fiscally self-sustaining partnership, with cost sharing by producers and both the federal and provincial governments.

Federal and provincial policy direction has encouraged the expansion and strengthening of the role of the AgriInsurance programs to offer more coverage to commercially grown crops and livestock species. In this context, the commission is continuing to develop insurance products for crops and livestock that have not traditionally been covered under AgriInsurance in Nova Scotia.

Administratively, the commission will continue to review its staffing needs and its succession planning strategy, which recognizes anticipated retirements in the next one to five years. The commission operates with a relatively small staff, and the ability to refill positions directly impacts the delivery of the commission's programs. The commission will continue to review staff training and development needs during the coming year.

Since 2005, the commission has recognized the need to improve its service delivery and, in particular, to modernize its information management capabilities. While progress has been slow and has suffered from a number of setbacks, this work has been identified as a critical need for the effective delivery of the commission's programs and services. A renewed emphasis on the redesign of the commission's IT infrastructure has recently resulted in significant improvements. This work will continue over the next two or three years, using internal resources and a phased approach to modernize these systems.

Strategic Goals

- Stabilize agricultural business incomes through the provision of fiscally responsible and sustainable insurance products to support the economic growth of the province.
- A competitive, sustainable, and profitable farm industry proactively managing risk through income-stabilizing insurance-based programs.
- A modern, highly responsive, efficient, reliable, and secure service delivery system.

Core Business Area

The core business of the Nova Scotia Crop and Livestock Insurance Commission is the delivery of insurance products for production agriculture. Its business is conducted pursuant to federal and provincial regulations and in accordance with the Business Risk Management chapter (Part III, Annex B) of *Growing Forward 2*.

Priorities for 2015–2016

A key priority of the commission is to increase the insurance coverage it offers to Nova Scotia agricultural production. The value of coverage is actively managed by increasing the number of clients using AgriInsurance or by increasing the number of products offered and the range of options available to clients. In support of a competitive business climate that stabilizes farm incomes and encourages

economic growth and increases jobs in Nova Scotia's rural and coastal communities, the commission will pursue increased program participation through the following.

1. Program Expansion/ Enhancements

a. The commission will continue to consult with industry stakeholder groups to review current policies and regulations aimed at improving existing insurance plans (e.g., Potato Plan updates, updates to Dairy Livestock Plan, and revisions to the Weather Derivative Plan).

b. The commission will work with industry stakeholders on the development of new insurance programs in sectors such as grapes.

c. The commission will continue with updating the form and content of the current Dairy Regulation.

d. Commission staff will continue development of an acreage-loss program for vegetables to provide an innovative option to conventional yield-based insurance plans.

e. The commission will continue to work with stakeholder groups to review the effectiveness of its Wildlife Compensation Program.

2. Administrative Priorities

a. Over the next two years, using a phased approach, the commission will continue to modernize its information technology infrastructure to achieve a more accurate, reliable, secure, and efficient data-handling system.

b. The commission will continue to promote AgriInsurance as a key business management option for agricultural producers in Nova Scotia.

Finance

The commission budget is included in the budget estimates of the Department of Agriculture. The implementation agreement under *Growing Forward 2* provides for reimbursement of 60 per cent of the administrative costs relative to AgriInsurance and Wildlife Compensation. Premiums paid by clients and by the federal government are not included in the departmental budget figures and are administered directly by the commission.

Outcome and Performance Measures

Business Risk Management (BRM) programs such as AgriInsurance were created and are designed to provide income stability to farm businesses. The following measures focus on the level of participation of the industry in this program. The last national BRM survey (2010) found that 97 per cent of respondents felt that AgriInsurance was effective in mitigating financial impacts of production losses. Future provincial surveys are planned to solicit feedback from Nova Scotia producers on their perception of AgriInsurance as an income-stabilizing tool.

Note: The base year 2008–2009 represents the start of the *Growing Forward* agreement, which ended in 2012–2013 and was replaced by *Growing Forward 2*. The Ultimate Target (2017–2018) marks the end of the Growing Forward 2 agreement.

Budget Context

Estimate of Income and Fund Balances

	Authority 2014–15 ($ 000)	Forecast 2014–15 ($ 000)	Budget 2015–16 ($ 000)
Revenues			
Insurance premiums paid by clients	868	820	823
Insurance premiums contributed by government (federal)	736	688	736
Wildlife compensation payments (federal)	150	90	150
Insurance premiums contributed by government (provincial)	491	459	491
Wildlife compensation payments (provincial)	100	60	100
Interest income	75	70	70
Total revenues	**2,420**	**2,187**	**2,370**
Expenses			
Indemnity claims	2,000	1,919	1,900
Wildlife compensation payments	200	150	250
Reinsurance premiums	0	0	0
Bad-debt expense	5	5	5
Total expenses	**2,205**	**2,074**	**2,155**
Net income from insurance activities	**215**	**113**	**215**
Crop and Livestock Insurance Fund balance			
Beginning of year	3,088	3,864	3,977
End of year	3,303	3,977	4,192
Administrative expenses			
Government contributions (Canada)	629	586	629
Government contributions (Nova Scotia)	456	424	456
Total administrative expenses	**1,085**	**1,010**	**1,085**
Net government expenditure			
Canada (premium + administration)	1,515	1,364	1,515
Nova Scotia (premium + administration)	1,047	943	1,047
Total program expenditure	**2,562**	**2,307**	**2,562**

Outcomes and Performance Measures

Core Business Area *Delivery of insurance products for production agriculture*

Outcome	Measure	Data Base Year 2008–09	Target 2015–16	Ultimate Target 2017–18	Trends	Strategies to Achieve Target
Increased income stability of farm businesses	Number of AgriInsurance contracts	700	800	900	2010–11: 745 2011–12: 659 2012–13: 674 2013–14: 737	Improve program effectiveness and flexibility through introduction of new insurance plans and promotion of insurance plans to attract new clients.
	Value of coverage	$127.8 million	$140 million	$150 million	2010–11: $140.8 million 2011–12: $141.2 million 2012–13: $177.6 million 2013–14: $161.4 million	Introduce new insurance programs, expansion of existing plans.
	Number of AgriInsurance products available	36	50	55	2010–11: 38 2011–12: 41 2012–13: 47 2013–14: 47	Measure results of the introduction of new plans.
	Value of compensation paid for wildlife damage	$110,000	$200,000	$250,000	2010–11: $201,000 2011–12: $183,000 2012–13: $82,000 2013–14: $77,381	Include federal and provincial compensation paid to producers for damage from wildlife. Continue promotion of this program.

Core Business Area *Delivery of insurance products for production agriculture*

Outcome	Measure	Data Base Year 2008–09	Target 2015–16	Ultimate Target 2017–18	Trends	Strategies to Achieve Target
	Ratio of insured production to total value of all products eligible for insurance in NS (excludes livestock)	25.25%	30%	50%	2010–11: 30.41% 2011–12: 23.44% 2012–13: 23.11%	Measure the uptake by producers of the programs offered by AgriInsurance. Continued promotion of the program improvements to existing plans
	Ratio of agricultural products eligible for insurance to value of all agricultural products in NS (excluces livestock)	57.78%	60%	75%	2010–11: 44.31% 2011–12: 60.64% 2012–13: 57.17%	Measure the portion of Nova Scotia's agricultural industry being offered AgriInsurance coverage. Develop new plans, improvements to existing plans.